

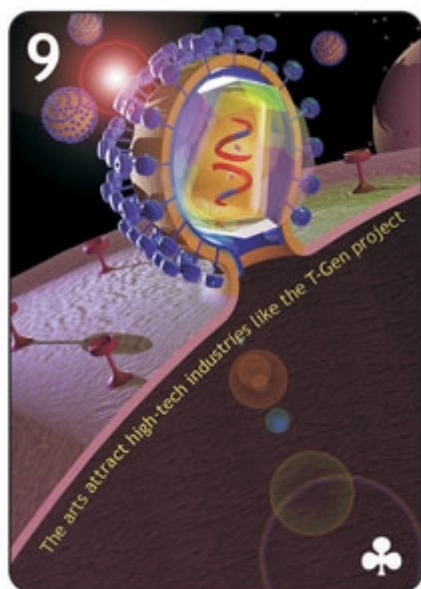
Arizona Commission on the Arts

Strategic Plan

2006 - 2010

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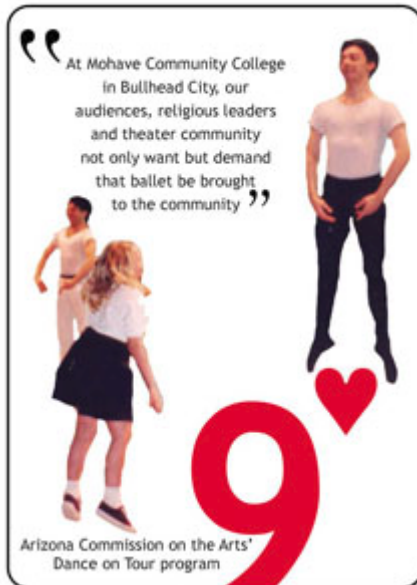




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Mission

An Arizona where people broaden, deepen and diversify their engagement with the arts, as creators, audiences and supporters, in ways that are satisfying and integral to their lives.

Goals

Arizonans live and work in healthy, vibrant communities, through the arts.

Arizonans experience lifelong opportunities to participate, create and learn through the arts.

Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society.

Strategies

Overall Agency Frameworks

Partnerships

Leadership Activities

Services

Strategic Funding - Grantmaking takes place in the following areas:

- General Operating Support
- Project Grants
- Arts Learning
- Artists

Each year the Arizona Commission on the Arts will develop a detailed operational plan and budget to move the goals, strategies and indicators forward.



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Overall Agency Frameworks

1. Our investments of time and energy should deliver value in the three goals we have established.
2. We may choose to act as an instigator as well as a responder to insure effective public policy.
3. Given that we cannot be everything to everybody, we should ensure that the public funds we utilize provide a menu of opportunities and support a range of investments and impacts.
4. The agency should explore interesting and innovative strategies in all areas.
5. We should ensure strategic delivery systems that allow people to connect to the arts and their value; this demonstration of public benefit justifies the expenditure of public funds.
6. We maintain the agency reputation for fair and equitable practices.
7. The agency works to break down barriers to its staff, services and funding as much as is possible, realistic and appropriate.
8. Those receiving grants and services must be accountable for the investment of state funds, and delivery/articulation of a range of public values.
9. We must help prepare our partners to understand the need to articulate public value, and improve their ability to do so.
10. We will ensure a time and place for reflection and learning, not only for our agency but also for the field, to improve the quality of work.
11. We should expand our work beyond the nonprofit realm when it will help achieve our goals and mission.
12. We request funding from primarily government sources (NEA and State). When we seek private funds, we do not compete with our constituents.
13. We will encourage the private sector to support the arts.
14. We work to create public value. Public value is a principle or ideal, experience, service or product, intrinsically valuable or desirable to the citizens of Arizona, and therefore worthy of state support.



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Partnerships Frameworks

Partnerships enhance awareness, understanding, and participation in the arts.

The Commission is best known, nationally and state-wide, as a leader in arts administration; as a catalyst for brokering partnerships; as a participant in learning cutting-edge arts research methods; and as an agency spearheading research, data collection, and analysis in order to support the role of the arts in people's lives.

The Commission believes that:

1. Partnerships that are strategic, entrepreneurial, or serendipitous can be valuable.
2. Partnerships require knowledge of, trust, credibility and capacity of the partners.
3. Partnerships and collaborations exist for a purpose or goal, and are not an end in themselves.
4. Partnerships can include broadening, deepening, and diversifying our connections and reach.
5. Partnerships can produce new and surprising positive results.
6. Partnerships can help us learn new ways of approaching/addressing our work.
7. Partnerships may bring new resources.
8. Partnerships may require time to maintain and to develop to fruition.
9. Partnerships should move us forward toward one or more of our own goals.
10. Partnerships should weave the arts into the fabric of communities, working with both expected and non-traditional partners.
11. Partnerships should have clear expectations that are realistic, compatible and documented.
12. Partnerships should disband when the goal or project has been addressed or concluded.



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Leadership Activities Frameworks

Leadership Activities reflect the Commission's role as *the* arts policy and information resource and as a broker for partnerships between the arts and non-arts sectors.

The Commission is both responsive and proactive in connecting artists, arts educators and arts organizations to policy issues in the arts. The agency uses data to understand trends in the arts and arts policy.

1. The agency is a primary, credible resource for arts policy and information on trends.
2. Leadership activities engage the agency in making connections for artists, arts educators, and arts organizations in other sector policy forums and convenings.
3. Leadership activities connect the arts to other social and community needs and issues.
4. Leadership activities help focus on ways to speak differently to different audiences and authorizers.
5. Use the expertise and knowledge of the staff in working as an advisor in the field.



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Services Frameworks

Services have an impact on the practice of artists and arts organizations to support participation and learning through the arts, meet an identified need, and add impact to grantmaking activities.

The Commission believes in training, professional development, and peer learning opportunities; believes in collecting, framing, and distributing information in ways applicable to artists and arts organizations; and believes in engaging leadership in all our communities.

1. Services support participation and learning through the arts throughout life.
2. Services include professional development opportunities for artists and arts organizations to reach their fullest potential, artistically and administratively and in connecting to the public.
3. Services integrate new research about the arts that affects practice within the arts community, and include research, information and advocacy that continues and expands arts programs in and out of schools.
4. Services including coordinated convenings and more informal one-on-one and group discussions to help artists, organizations and communities contribute to the health of the community and reveal and articulate the value of the arts and arts education.
5. Services meet an identified need and are offered where we are most capable to provide assistance, within our mission.
6. Services assist artists, arts and community organizations in gathering and using information on arts participation and personal/public value.



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Strategic Funding Frameworks

Strategic Funding supports public benefit and public participations, responds to artistic growth and authenticity; reaches a broad range of artists, organizations and communities; reaches those who articulate goals and demonstrate progress; provides leverage and learning to the applicant and is distributed through transparent, accountable and streamlined processes.

Grantmaking takes place in the following areas:

- [General Operating Support](#)
- [Project Grants](#)
- [Arts Learning](#)
- [Artists](#)

1. Funds reach those with a commitment to artistic growth and authenticity for the creator and the participants.
2. Funds reach those who articulate clear and measurable goals.
3. Funds reach those who produce evidence of progress.
4. Funds support activities that generate public benefit and public participation.
5. Funds reach those whose management capacities demonstrate healthy and appropriate business practices.
6. Funds encourage risk-taking and innovation that is appropriate to the community.
7. Funds support the arts-related needs of organizations and schools, providing a foundation for their work in community.
8. Funds encourage teachers, administrators, school boards and parents to include learning in and through the arts as part of the school/district mission, policy and practice.
9. Funds provide professional development for organizations and artists. community.
10. Funds are spread broadly (attempting to reach all Arizona counties), to reach many and varied communities.
11. Funding is progressive: more is given to small organizations in relationships to their budget than large.
12. Funding provides leverage to obtain other funds.
13. Funding processes are as streamlined and barrier-free as possible while maintaining accountability and credibility.
14. Funding processes should be designed, where possible, to provide benefit to the applicant by building in learning opportunities and diagnostics to assist them in their own progress.
15. Funding processes give priority to rural organizations, ethnic-run organizations and organizations primarily serving people with disabilities.
16. Funding processes are transparent to applicants and the public.



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General Operating Support

General operating support grants are a direct way to support the quality and sustainability of a wide range of arts organizations that present ongoing public programming—from major annual festivals to year-long series of events; generally about 130 per year. While organizations undergo a thorough biennial review, these funds are a relatively steady and dependable source of annual funds to help the organizations to connect to diverse community needs. They are unrestricted giving organizations the flexibility to use the funds where they make the most impact.

These funds help support the infrastructure of arts organizations including staffing, programs, marketing, outreach and education.

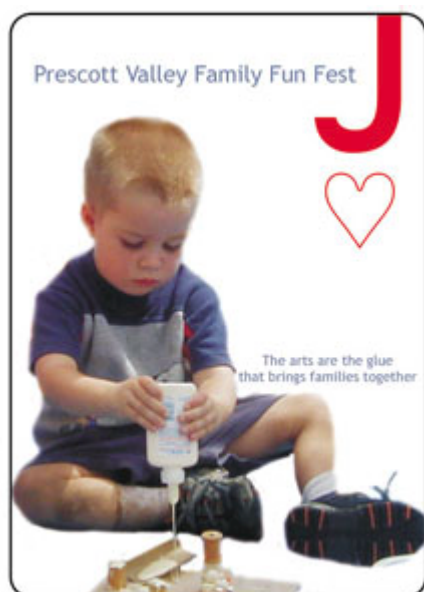
Over time we have developed a framework that distributes funds in a transparent way to the broadest range of organizations. Large organizations receive the smallest percentage of an average of the three years of their adjusted income; smaller and mid-size organizations received a larger percentage of their budgets, recognizing their smaller staffs and more limited capacities to fundraise. We expect to also maintain the current practice where no one organization may receive more than 12-15% of its annual operating income. This policy is meant to encourage multiple funding sources and ensure that, should state funds disappear or reduce that loss will not put the organization in jeopardy.

A condition of the funding, as described in the legislation creating the Arizona Arts Trust Fund, which accounts for about 70% of these grants, is that organizations must have a diversity plan and action steps to have a culturally diverse board, ensuring that boards are representative of the community served. In addition priority is given to those organizations that are rural, ethnic-run or serve people with disabilities.

Each level of funding from small to large organizations has additional conditions:

Level I: smallest organizations use the funds for operating expenses. **Level II:** mid-size organizations hiring a full-time professional staff person, but they can use the money as they determine. **Level III:** mid-size to large organizations for operating support. **Basic Aid/Locals Aid:** largest organizations. **Working Capital Reserves Grants** are awarded through the income generated by the funds in the state arts endowment, Arizona ArtShare. Phase I organizations that participated in the original stabilization program, sponsored by the Flinn Foundation must document that they have retained or replenished the working capital reserves initiated through this program in the late 1980's; Phase II organizations must have completed a two-three year training program by National Arts Strategies and meet specific criteria.

As we look to the next five years of the plan and through the grantmaking process, we plan to work with organizations to support the development of organizational capacity and sustainability, and more explicit connections to public participation. The goal will be to identify indicators for healthy organizations and strategies and measures for building participation. These elements will be developed in consultation with organizations and may take several years to implement.



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Project Grants

Project grants are a tool to connect the work of artists and community organizations and schools in a conscious and direct way. This area of grantmaking provides a way to support community colleges, non-arts organizations and community based organizations that are not eligible for general operating support as well as arts-based (or arts-centered) organizations. The emphasis on guest artists as the cornerstone of this support provides an opportunity for new and creative thought within organizations and helps bring people into the planning of arts programs that are not typically involved, thereby broadening and diversifying participation.

Arts Learning

The agency supports education policy, programs and teaching practice that embed arts learning in the culture of schools, after school and within arts organizations and artists. The strongest design and delivery of arts learning programs happens through effective, sustained partnerships among classroom teachers, arts teachers, arts organizations and teaching artists. Sustained involvement between partners over time strengthens impact and should be encouraged. Arts learning opportunities for children outside of school time are increasing and the Commission supports quality programs in these settings. The Commission also encourages lifelong learning in the arts for all citizens of Arizona.

Programs are available to schools, arts organizations and teaching artists across a wide spectrum of opportunity, from initial engagement to deep involvement over time. Programs are designed to be accessible to participants new to learning through the arts while providing a foundation for future engagement. Opportunities for deeper involvement are available as well for more experienced teachers and artists.

Artists

The Arts Commission supports artists both directly (through artist projects/fellowships, the new career advancement, professional development, Artist Roster) and indirectly (through grants programs that pay fees for artists in arts organizations, community organizations and schools and technical assistance and advice). Support is provided for the range of artists in all disciplines at all stages in their career.

This spectrum and scope of support recognizes and honors the realization that artists are at the core of the arts. These funds help give recognition to artists to continue their work, to connect to people and community, provide for research and development for creativity and keep creative people living in Arizona.

Phoenix Office of
Arts and Culture



Laurie Lundquist's freeway pedestrian bridge
echoes the forms of the distant mountain range

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Partners

The Arizona Commission on the Arts is not generally a producer or presenter of the arts; in order to accomplish its goals, the agency relies on working with partners:

- Artists
- Arts Organizations (unincorporated, nonprofit and commercial)
- Arts Service Organizations
- Education Community
- Community Development Sectors
- Cultural Groups
- State/Local Government, Public Policymakers
- Tourism
- Parents
- Social Service Organizations

Tools

In order to accomplish the mission, goals and strategies described in this Plan, the Arizona Commission on the Arts will serve in the following roles:

- Knowledge/Information Resource
- Strategic Funder
- Professional/Staff Assistance
- Education/Professional Development
- Advocate
- Sounding Board
- Convener/Facilitator
- Catalyst
- Research
- Technical Assistance Provider
- Policy Advisor
- Broker/Matchmaker
- Change Agent



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Indicators

We believe goals be accompanied by measures so that we can determine over time if the efforts of the public investment in the arts is successful in making a difference in the lives of the individuals and communities of our state, and how we should refine our strategies to be more effective. A report on agency progress will be posted annually on our website.

Arts organizations and creators produce quality work and are viable, as measured by standards in the field.

During the plan period, we will convene groups of constituents to provide input and feedback into what standards are reasonable for arts organizations and creators to improve their work and be viable businesses within the state.

Arts participation, in its myriad modes, is broadened, deepened and diversified.

Arts organizations realize the importance of understanding why people do and do not participate in the arts; during the years of the plan, the Arizona Commission on the Arts will take a leadership role in facilitating research, developing tools and providing analysis that is in service of the arts. In the feedback zoomerang survey to gather input from constituents, this is the area of the plan that constituents were most interested in the Commission taking a leadership role.

Citizens have opportunities for substantive engagement with the arts including continuing and increased access to the widest range of artforms and experiences.

The Arizona Commission on the Arts will continue to provide a range of services and funding to artists and arts organizations in all artforms and at levels of development from community to emerging to professional.

The arts are included in policy decisions in areas including education, economic development, community development, aging, health, transportation, tourism, justice and safety.

The Arizona Commission on the Arts will seek out partnerships in other policy arenas where the arts can be a part of the public dialogue and influence program development and implementation. The Commission will look to our partners to extend the reach of these relationships and initiatives to raise the profile of the arts and report on our progress on these pages.

The level of engagement in arts advocacy by Commission members, arts board members and the public rises.

By working with organizations like Arizona Citizens/Action for the Arts we will be able to make progress in engaging a broader range of people in talking about the value of the arts and its position in public policy decisions.